

GLOSSARY

Section I. Abbreviations and Acronyms

A		co	
A	as acquired	commo	communications
AA	avenue of approach	COA	course of action
AC	Active Component	COIN	counterinsurgency
AD	air defense	Col	collection
ADA	air defense artillery	CON PLAN	contingency plan
ADAM	area denial artillery munition	CP	command post
AI	area of interest	CS	combat support
ALO	air liaison officer	CSS	combat service support
ammo	ammunition	D	
AO	area of operations	D	destroy
APC	armored personnel carrier	DAG	division artillery group
approx	approximately	DISCOM	division support command
ARNG	Army National Guard	DIVARTY	division artillery
arty	artillery	DMA	Defense Mapping Agency
ASPS	all-source production section	DMMC	division materiel maintenance command
assy	assembly	DP	decision point
AWACS	airborne warning and control system	DPICM	dual purpose improved conventional munitions
AVLB	armored vehicle launched bridge	DS	direct support
B		DST	decision support template
BDA	battle damage assessment	DTG	date-time group
bde	brigade	DZ	drop zone
BFV	Bradley fighting vehicle	E	
BMNT	beginning morning nautical twilight	ea	each
bn	battalion	EA	electronic attack
BOS	Battlefield Operating System	EAC	echelons above corps
BP	battle position	E&E	escape and evasion
C		EENT	end evening nautical twilight
c	Celsius	enr	engineer
°C	degree Celsius	E-O	electro-optical
C ³	command, control, and communications	EP	electronic protection
C ³ I	command, control, communications, and intelligence	ES	electronic warfare support
CAS	close air support	etc	and so forth
CATK	counterattack	EW	electronic warfare
cav	cavalry	EWO	electronic warfare officer
CEV	combat engineer vehicle	extal	extra time allowance
chem	chemical	F	
CI	counterintelligence	°F	degree Fahrenheit
CIAS	counterintelligence analysis section	FAARP	forward area arming and refueling point
cm	centimeter	FASCAM	family of artillery scatterable mines
cmd	command	FEBA	forward edge of battle area

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fp/s	feet per second	LD/LC	line of departure is the line of contact
FRAGO	fragmentary order	LAW	light antitank weapon
FRG	Federal Republic of Germany	LOA	limit of advance
FS	fire support	LOC	line of communication
FSB	forward support battalion	log	logistics
FSE	fire support element	LOS	line of sight
FSO	fire support officer	LTIOV	latest time information of value
ft	feet	LZ	landing zone
FTX	field training exercise		
G		M	
GS	general support	m	meter
GSAC	general support aviation company	MASH	Mobile Army Surgical Hospital
H		mm	millimeter
helos	helicopters	maint	maintenance
HEMTT	heavy expanded mobility tactical truck	MASINT	measurement and signature intelligence
HN	host nation	MBA	main battle area
HOW	howitzer	MCOO	modified combined obstacle overlay
HPT	high-payoff target	MDCI	multidiscipline counterintelligence
hq	headquarters	mech	mechanized
hr	hour	METT-T	mission, enemy, terrain, troops, and time available
HUMINT	human intelligence	MI	Military Intelligence
HVT	high-value target	MLRS	multiple launch rocket system
hwy	highway	mph	miles per hour
I		MRL	multiple rocket launcher
I	immediate	MRR	motorized rifle regiment
ID	identification	MSB	Maintenance Support Battalion
IEW	intelligence and electronic warfare	MU	movement unit
illum	illumination		
IMINT	imagery intelligence	N	
in	inch	N	North
inf	infantry	NA	not applicable
IPB	intelligence preparation of the battlefield	NAI	named area of interest
IR	information requirement	NBC	nuclear, biological, and chemical
1 SG	first sergeant	NEO	noncombatant evacuation operation
ISM	intelligence synchronization matrix	N.L.M.	fictitious organization
ISOS	Intelligence System of Systems	NME	Nuevo Metropolitano Ejercito
I&W	indications and warnings	NODLR	night observation device long range
J		NOE	nap-of-the-earth
JIC	Joint Intelligence Center	nuc	nuclear
K		NVG	night vision goggles
km	kilometer	NW	northwest
km/h	kilometers per hour		
L		O	
LC	line of contact	OB	order of battle
LD	line of departure	OBJ	objective
		obs	obstacle
		OCOKA	observation and fields of fire, concealment and cover, obstacles, key terrain, avenues of approach

0/0	on order	SSM	surface-to-surface missile
OPLAN	operations plan	SW	southwest
OPORD	operations order	SYFL	Students Yearning for a Free Lilliput
OPSEC	operations security	synch	synchronization
P		T	
P	planned	TAA	tactical assembly area
pax	personnel	TAI	target area of interest
PIR	priority intelligence requirement	TBM	tactical ballistic missile
PL	phase line	TD	tank division
plt	platoon	TECHINT	technical intelligence
POL	petroleum, oils, and lubricants	temp	temperature
PSYOP	psychological operations	TF	task force
Q		tk	tank
QRF	quick reaction force	tm	team
R		TOC	tactical operation center
RAAMS	remote antiarmor mine system	TOE	tables of organization and equipment
RCLR	recoilless rifle	TOW	tube-launched optically tracked wire-guided
REC	radio electronic combat	TPL	time phase line
recon	reconnaissance	TTP	tactics, techniques, and procedures
RISTA	reconnaissance, intelligence, surveillance, and target acquisition	U	
ROE	rules of engagement	UAV	unmanned aerial vehicle
ROM	refuel on move	unk	unknown
R&S	reconnaissance and surveillance	USAF	United States Air Force
rt	route	USAR	United States Army Reserve
S		UW	unconventional warfare
S	suppress	V	
SEAD	suppression of enemy air defense	VCI	vehicle cone index
SEMA	special electronic mission aircraft	veh	vehicle
SIGINT	signals intelligence	vic	vicinity
SIR	specific information requirement	vis	visibility
SITMAP	situation map	vpk	vehicles per kilometer
SJA	staff judge advocate	W	
SOFA	Status of Forces Agreement	w	West
SOP	standing operating procedure	w	with
SOR	specific order or request	wpn	weapon
SP	starting point		
spt	support		
sq	square		
sqd	squad		

Section II. Terms

Area of interest - The geographical area from which information and intelligence are required to permit planning or successful conduct of the command's operation. The AI is usually larger than the command's AO and battle space; it includes any threat forces or characteristics of the battlefield environment that will significantly influence accomplishment of the command's mission.

Area of operations - That portion of an area of conflict necessary for military operations. AOs are geographical areas **assigned** to commanders for which they have responsibility and in which they have the authority to conduct military operations.

Assumptions - Information used to replace missing facts necessary for command and staff planning, estimating, and decision making. Assumptions may also be required for facts that change due to the time difference between receipt of the mission and the time of execution, such as threat dispositions. Assumptions should be confirmed or denied by intelligence collection whenever practical.

Avenue of approach - An air or ground route of an attacking force of a given size leading to its objective or to key terrain in its path. AAs are based on the capabilities and opportunities offered by the battlefield environment and may not necessarily form part of a COA. Defensive AAs support counterattacks and the commitment of reserves. Note the difference between AAs, axis of advance, and direction of attack.

Axis of advance - A general route of advance, assigned for purposes of control, which extends toward the enemy. An axis of advance symbol portrays a commander's intention, such as avoidance of built-up areas or envelopment of an enemy force. It follows terrain suitable for the size of the force assigned the axis and is often a road, a group of roads, or a designated series of locations. A commander may maneuver his forces and supporting fires to either side of an axis of advance provided the unit remains oriented on the axis and the objective. Deviations from an assigned axis of advance must not interfere with the maneuver of adjacent units without prior approval of the higher

commander. Enemy forces that do not threaten security or jeopardize mission accomplishment may be bypassed. An axis of advance is not used to direct the control of terrain or the clearance of enemy forces from specific locations. Intermediate objectives are normally assigned for these purposes. An axis of advance is a *control measure* that is **assigned** as part of a COA; the term "axis of advance" is not synonymous with avenue of approach. See also **Direction of Attack**.

Battle damage assessment - The timely and accurate estimate of damage resulting from the application of military force, either lethal or non-lethal, against an objective or target.

Battlefield Operating System - The major functions performed by the force on the battlefield to successfully execute Army operations in order to accomplish military objectives. BOS forms a framework for examining complex operations in terms of functional operating systems. The systems include maneuver, fire support, air defense, command and control, intelligence, mobility and survivability, and CSS.

Battle position - A defensive location oriented on the most likely enemy AA from which a unit may defend or attack. Such units can be as large as battalion task forces and as small as platoons. A unit assigned a battle position is located within the general outline of the battle position. Security, CS forces, and CSS forces may operate outside a battle position to provide early enemy detection and all-around security. Although most battle positions are based on terrain features, they are control measures.

Battle space - Components determined by the maximum capabilities of a unit to acquire and dominate the enemy; includes areas beyond the AO; it varies over time according to how the commander positions his assets. It depends on the command's ability to both acquire and engage targets using its own assets or those of other commands on its behalf.

Beginning morning nautical twilight - Morning nautical twilight begins when the sun is 12 degrees below the eastern horizon. It is the start of that period where, in good conditions and in the absence of other illumination, enough light is available to identify the general outlines of ground objects, conduct limited military operations, and engage in most types of ground movement without difficulty. See end evening nautical twilight.

Boer - A Dutch colonist or a descendant of a Dutch colonist in Southern Africa. The Boers created several independent states in Southern Africa in the early 19th century after the British annexed their lands in South Africa. Economic competition, the discovery of gold and diamonds, and other factors led to increased hostility between the Boers and the British, resulting in the Boer War (1899-1902).

BOS synchronization matrix - A written record of wargaming. The BOS synchronization matrix depicts the criteria that generate each anticipated friendly decision and the resulting action by each friendly BOS. Other information required to execute a specific friendly COA may also be included.

Branch - A contingency plan (an option built into the basic plan) for changing the disposition, orientation, or direction of movement of the force.

Capability - The ability to successfully perform an operation or accomplish an objective. The evaluation of capabilities includes an assessment of a force's current situation as well as its organization, doctrine, and normal TTPs. Capabilities are stated in terms of broad COAs and supporting operations. Generally, only capabilities that will influence accomplishment of the friendly command's mission are addressed.

Center of gravity - The hub of all power and movement upon which everything depends. That characteristic, capability, or location from which enemy and friendly forces derive their freedom of action, physical strength, or the will to fight.

Common understanding of the battlefield - How the commander and staff perceive the battlefield

environment. It includes the sum of all that is known or perceived of friendly and threat forces and the effects of the battlefield environment.

Confirmed intelligence - Information or intelligence reported by three independent sources. The test for independence is certainty that the information report of one source was not derived from either of the two other sources, usually resulting in reliance on original reporting. Analytical judgment counts as one source. Ensure that no more than one source is based solely on analytical judgment.

Course of action - A possible plan open to an individual or commander that would accomplish or is related to accomplishment of the mission. A COA is initially stated in broad terms with the details determined during staff wargaming. To develop COAs, the staff must focus on key information and intelligence necessary to make decisions. COAs include five elements: **WHAT** (the type of operation), **WHEN** (the time the action will begin), **WHERE** (boundaries, axis, etc.), **HOW** (the use of assets), and **WHY** (the purpose or desired end state).

Culminating point - The point in time and space when the attacker's combat power no longer exceeds that of the defender or when the defender no longer has the capability to defend successfully.

Decision point - The point in space and time where the commander or staff anticipates making a decision concerning a specific friendly COA. DPs are usually associated with threat force activity or the battlefield environment and are therefore associated with one or more NAIs. DPs also may be associated with the friendly force and the status of ongoing operations.

Decision support template - A graphic record of wargaming. The DST depicts DPs, timelines associated with movement of forces and the flow of the operation, and other key items of information required to execute a specific friendly COA.

Decisive point - A point, usually geographical in nature, that, when retained, provides a commander with a marked advantage over his opponent. Decisive points could also include other physical

elements such as enemy formations, command posts, and communications nodes.

Defensible terrain - Terrain that offers some concealment and cover to defending forces while also providing observation and fields of fire into potential engagement areas. Ideal defensible terrain is difficult to bypass, offers concealed and covered battle positions, covered withdrawal routes, and overlooks engagement areas that allow the defending force to use all of their weapon systems at their maximum ranges. Defensible terrain must defend a likely objective or AA (otherwise, why defend it?).

Delaying operation - An operation usually conducted when the commander needs time to concentrate or withdraw forces, to establish defenses in greater depth, to economize in an area, or to complete offensive actions elsewhere. In the delay, the destruction of the enemy force is secondary to slowing his advance to gain time. Delay missions are delay in sector, or delay forward of a specified line for a specified time or specified event (see FM 101-5-1).

Direction of attack - A specific direction or route that the main attack or the main body of the force will follow. If used, it is normally at battalion and lower levels. Direction of attack is a more restrictive control measure than axis of advance, and units are not free to maneuver off the assigned route. It usually is associated with infantry units conducting night attacks, or units involved in limited visibility operations, and in counterattack. In NATO terminology it is referred to as an Attack Route. Note that directions of attack are **control measures** that are assigned as part of a COA; the term is not synonymous with avenue of approach. See also axis of advance.

Doctrinal template - A model based on postulated threat doctrine. Doctrinal templates illustrate the disposition and activity of threat forces and assets (HVTs) conducting a particular operation unconstrained by the effects of the battlefield environment. They represent the application of threat doctrine under ideal conditions. Ideally, doctrinal templates depict the threat's normal organization for combat, frontages, depths,

boundaries and other control measures, assets available from other commands, objective depths, engagement areas, battle positions, and so forth. Doctrinal templates are usually scaled to allow ready use on a map background. They are one part of a threat model.

Drift - A colloquial expression for a ford; a shallow place in a stream or river that can be crossed by walking or riding on horseback.

Duffer - British colloquial expression for an incompetent, awkward, or stupid person.

Electronic attack - A subcomponent of electronic warfare, formerly known as electronic countermeasures (ECM).

Electronic protection - A subcomponent of electronic warfare, formerly known as electronic counter-countermeasures (ECCM).

Electronic warfare - Consists of three subcomponents: electronic attack (EA), electronic warfare support (ES), and electronic protection (EP).

Electronic warfare support - A subcomponent of electronic warfare, formerly known as electronic support measures (ESM).

End evening nautical twilight - Occurs when the sun has dropped 12 degrees below the western horizon, and is the instant of last available daylight for the visual control of limited ground operations. At EENT there is no further sunlight available. See beginning morning nautical twilight.

Engagement area - An area in which the commander intends to trap and destroy an enemy force with the massed fires of all available weapons. Engagement areas are routinely identified by a target reference point in the center of the trap area or by prominent terrain features around the area. Although engagement areas may also be divided into sectors of fire, it is important to understand that defensive systems are not designed around engagement areas, but rather around AAs.

Envelopment - An offensive maneuver in which the main attacking force passes around or over the

enemy's principal defensive positions to secure objectives to the enemy's rear.

Event matrix - A description of the indicators and activity expected to occur in each NAI. It normally cross-references each NAI and indicator with the times they are expected to occur and the COAs they will confirm or deny. There is no prescribed format.

Event template - A guide for collection planning. The event template depicts the NAIs where activity (or its lack) will indicate which COA the threat has adopted.

Facts - Information known to be true. In terms of intelligence, facts include confirmed intelligence. See Assumptions.

High-payoff target - Target whose loss to the threat will contribute to the success of the friendly COA.

High-value target - Assets that the threat commander requires for the successful completion of a specific COA.

Indicators - Positive or negative evidence of threat activity or any characteristic of the AO which points toward threat vulnerabilities or the adoption or rejection by the threat of a particular capability, or which may influence the commander's selection of a COA. Indicators may result from previous actions or from threat failure to take action.

Infiltration lane - A route used by forces to infiltrate through or into an area or territory. The movement is usually conducted in small groups or by individuals. Normally, infiltrating forces avoid contact with the enemy until arrival at the objective area. Because of the emphasis on surprise, infiltration lanes usually make use of terrain that offers concealment and cover, even if some sacrifice in mobility results.

Information requirement - An intelligence requirement of lower priority than the PIR of lowest priority.

Intelligence preparation of the battlefield - The systematic, continuous process of analyzing the

threat and environment in a specific geographic area. IPB is designed to support the staff estimate and military decision making process. Most intelligence requirements are generated as a result of the IPB process and its interrelation with the decision making process.

Intelligence requirement - A requirement for intelligence to fill a gap in the command's knowledge and understanding of the battlefield or threat forces. Intelligence requirements are designed to reduce the uncertainties associated with successful completion of a specific friendly COA; a change in the COA usually leads to a change in intelligence requirements. Intelligence requirements that support decisions which affect the overall mission accomplishment (such as choice of a COA, branch, or sequel) are designated by the commander as PIR. Less important intelligence requirements are designated as IR.

Kilometer - A unit of linear measure equal to one thousand meters, or 0.62137 miles. To convert miles to kilometers, multiply the number of miles by a factor of 1.60934.

Knot - A unit of speed roughly equal to 1.15 miles per hour. Sometimes also incorrectly used to denote a linear distance measured in nautical miles.

Latest time information of value - The time by which information must be delivered to the requestor in order to provide decision makers with timely intelligence. Sometimes the LTIOV is the expected time of a decision anticipated during staff wargaming and planning. If someone other than the decision maker must first process the information, the LTIOV is earlier than the time associated with the decision point. The time difference accounts for delays in processing and communicating the final intelligence to the decision maker.

Limit of advance - An easily recognized terrain feature beyond which attacking elements will not advance. Note that it is a control measure rather than a terrain restriction.

Line of contact - A general trace delineating the location where two opposing forces are engaged.

Line of departure (LD) - A line designated to coordinate the commitment of attacking units or scouting elements at a specified time. A start line.

Lines of communication - All the routes (land, water, and air) that connect an operating military force with one or more bases of operations and along which supplies and military forces move. Note that not all roads and rails are LOCs; some are unsuited, others may be suitable but not used. Note also that in this context, a communications center is an area where LOCs converge, such as transshipment points or hub-pattern cities.

Mile - A unit of linear measure equal to 5,280 feet, 1,760 yards, or 1.60934 kilometers. To convert kilometers to miles, multiply the number of kilometers by a factor of 0.62137.

Mission, enemy, terrain, troops, and time available - Used to describe the factors that must be considered during the planning or execution of a tactical operation. Since these factors vary in any given situation, the term "METT-T dependent" is a common way of denoting that the proper approach to a problem in any situation depends on these factors and their interrelationship in that specific situation.

Mobility corridor - Areas where a force will be canalized due to terrain restrictions. They allow military forces to capitalize on the principles of mass and speed and are therefore relatively free of obstacles.

Modified combined obstacle overlay - A product used to depict the battlefield's effects on military operations. It is normally based on a product depicting all obstacles to mobility, modified to also depict the following, which are not prescriptive nor inclusive.

- Cross-country mobility classifications (such as RESTRICTED).
- Objectives.
- AAs and mobility corridors.
- Likely locations of counter-mobility obstacle systems.
- Defensible terrain.
- Likely engagement areas.

- Key terrain.

Motorized rifle regiment - Name of a Soviet-style maneuver unit normally consisting of three mechanized infantry battalions, one tank battalion, one artillery battalion, and enough CS and CSS assets to make it capable of independent action for at least limited periods. The term "motorized" dates from World War II when most units depended on trucks for transportation. Today, most units with this name are actually mechanized.

Named area of interest - The geographical area where information that will satisfy a specific information requirement can be collected. NAIs are usually selected to capture indications of threat COAs but also may be related to conditions of the battlefield.

Nautical mile - A unit of linear measure equal to 1.852 kilometers, or approximately 1.15 land miles. Nautical miles are commonly used in sea and air navigation.

NME - Nuevo Metropolitano Ejercito; a fictitious organization created for purposes of illustrating the application of the doctrinal principles in this manual.

Not later than - The time by which something must be accomplished.

Nuclear, biological, and chemical - Used to denote weapons or operations which depend on NBC warheads or agents for their casualty-producing effects; or which protect or defend against, or react to, their use.

OCOKA - A commonly used acronym and mnemonic for the military aspects of terrain. The acronym does not dictate the order in which the factors are evaluated; use the order best suited to the situation at hand. The military aspects of terrain are observation and fields of fire, concealment and cover, obstacles, key terrain, and avenues of approach.

Order of battle - Intelligence pertaining to identification, strength, command structure, and disposition of personnel, units, and equipment of any military force. The OB factors form the

any military force. The OB factors form the framework for analyzing military forces and their capabilities, building threat models, and hence developing COA models. See FM 34-3.

Pattern analysis - Deducing the doctrine and TTP of a force by careful observation and evaluation of patterns in its activities. Pattern analysis leads to the development of threat models and hence to COA models. Identified patterns of threat activity can be used as indicators of threat COAs.

Penetration - A form of offensive maneuver that seeks to break through the enemy's defensive position, widen the gap created, and destroy the continuity of his positions.

Phase line - A line used for control and coordination of military operations. It is usually a recognizable terrain feature extending across the zone of action. Units normally report crossing PLs, but do not halt unless specifically directed. PLs often are used to prescribe the timing of delay operations.

Possible - Information or intelligence reported by only one independent source is classified as **possibly** true. The test for independence is certainty that the information report of a source was not derived from some other source, usually resulting in reliance on original reporting. A classification of possibly true cannot be based on analytical judgment alone.

Priority intelligence requirement - An intelligence requirement associated with a decision that will affect the overall success of the command's mission. PIR are a subset of intelligence requirements of a higher priority than information requirements. PIR are prioritized among themselves and may change in priority over the course of the operation's conduct. Only the commander designates PIR.

Probable - Information or intelligence reported by two independent sources is classified as **probably** true. The test for independence is certainty that the information report of one source was not derived from the other source, usually resulting in reliance on original reporting. Analytical judgment

counts as one source. Ensure that no more than one source is based solely on analytical judgment.

Radio electronic combat - A term sometimes used to denote electronic warfare operations in non-NATO armed forces.

Reconnaissance - A mission undertaken to obtain information by visual observation, or other detection methods, about the activities and resources of an enemy or potential enemy, or about the meteorologic, hydrographic, or geographic characteristics of a particular area. Reconnaissance differs from surveillance primarily in duration of the mission.

Restricted - A classification indicating terrain that hinders movement. Little effort is needed to enhance mobility through restricted terrain but units may have difficulty maintaining preferred speeds, moving in combat formations, or transitioning from one formation to another. A force can generally use administrative or march formations through restricted terrain with only minimal delay.

Retirement - A retrograde operation in which a force out of contact moves away from the enemy.

Retrograde - An organized movement to the rear or away from the enemy. It may be forced by the enemy or may be made voluntarily. Such movements may be classified as withdrawal, retirement, or delaying operations.

Sequel - Major operations that follow an initial major operation. Plans for sequels are based on the possible outcome — **victory, stalemate, or defeat** - of the current operation.

Severely restricted - A classification indicating terrain that severely hinders or slows movement in combat formations unless some effort is made to enhance mobility. Severely restricted terrain includes manmade obstacles, such as minefield and cities, as well as natural barriers. Severely restricted terrain generally slows or impedes administrative and march formations.

Situation map - A recording device used as an aid in situation development and pattern analysis. See FM 34-3.

Situation template - Depictions of assumed threat dispositions, based on threat doctrine and the effects of the battlefield, if the threat should adopt a particular COA. In effect, they are the doctrinal templates depicting a particular operation modified to account for the effects of the battlefield environment and the threat's current situation (training and experience levels, logistic status, losses, dispositions). Normally, the situation template depicts threat units two levels of command below the friendly force as well as the expected locations of HVTs. Situation templates use TPLs to indicate movement of forces and the expected flow of the operation. Usually, the situation template depicts a critical point in the COA. Situation templates are one part of a threat COA model. Models may contain more than one situation template.

Sortie - One aircraft making one takeoff and one landing; an operational flight by one aircraft. Hence, six sorties may be one flight each by six different aircraft, or six flights by a single aircraft. Threat air capabilities are often stated in terms of the number of sorties per day by a particular type of aircraft. They are based on an evaluation of the available number of aircraft and aircrews (ideally more than one crew per aircraft), and the threat's maintenance, logistics, and training status.

Specific information requirement- Specific information requirements describe the information required to answer all or part of an intelligence requirement. A complete SIR describes the information required, the location where the required information can be collected, and the time during which it can be collected. Generally, each intelligence requirement generates sets of SIRs.

Specific order or request - The order or request that generates planning and execution of a collection mission or analysis of data base information. **SORs sent to subordinate commands are orders. SORs sent to other commands are requests.** SORs often use system-specific message formats but also include standard military OPORDs and FRAGOs.

Surveillance - The systematic observation of airspace or surface areas by visual, aural, photographic, or other means. Surveillance differs from reconnaissance primarily in duration of the mission.

Tank regiment - Name of a maneuver unit normally consisting of three tank battalions, one mechanized infantry battalion, one artillery battalion, and enough CS and CSS assets to make it capable of independent action for at least limited periods of time.

Target area of interest - The geographical area where HVTs can be acquired and engaged by friendly forces. Not all TAIs will form part of the friendly COA; only TAIs associated with HPTs are of interest to the staff. These are identified during staff planning and wargaming. TAIs differ from engagement areas in degree. Engagement areas plan for the use of all available weapons; TAIs might be engaged by a single weapon.

Threat course of action model - A model of one COA available to the threat. It consists of a **graphic depiction** (situation template); a **description** (narrative or matrix); and a **listing of assets** important to the success of the COA (HVTs). The degree of detail in the model depends on available time. Ideally, threat COA models address all BOSSs. At a minimum, threat COA models address the five standard elements of a COA: WHAT (the type of operation), WHEN (in this case, the earliest time the action can begin), WHERE (boundaries, axis), HOW (the use of assets), and WHY (the purpose or desired end-state). Threat COA models should also meet the tests of suitability, feasibility, acceptability, uniqueness, and consistency with doctrine (see Chapter 2). Threat COAs are derived from capabilities.

Threat model - A model of the threat force's doctrine and TTPs for the conduct of a particular operation. Threat models are based on a study of all available information, structured by the OB factors, of the particular threat force under consideration. Ideally, threat models consider all BOSS in detail. Threat models are normally prepared prior to deployment.

Time phase line - A line used to represent the movement of forces or the flow of an operation over time. It usually represents the location of forces at various increments of time, such as lines that show unit locations at 2-hour intervals. TPLs should account for the effects of the battlefield environment and the anticipated effects of contact with other forces. For example, TPLs depicting threat movement through an area occupied by friendly forces should use movement rates based on a force in contact with the enemy rather than convoy movement speeds.

Universal transverse mercator - The geographical coordinate system used by Army and Marine ground forces. Named for the Flemish cartographer Gerhardus Mercator (1512-1594).

UNRESTRICTED - A classification indicating terrain that is free of restrictions to movement.

Withdrawal - A retrograde operation in which a force in contact with the enemy frees itself for a new mission.